



DEPARTMENT  
*of* REVENUE

# MANAGING TEAMS THROUGH EFFECTIVE LEADERSHIP AND TASK MANAGEMENT

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# FOR EDUCATIONAL PURPOSES ONLY

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The material within this presentation is intended to give the participant an understanding of general theories and techniques which have been developed, tested, and published by productivity enthusiasts.

Theories and techniques have been collected from post- secondary trainings, seminars, publishing's and other various information sources.

As such, the material may not necessarily reflect the Georgia Department of Revenue opinion.

The perception  
others have of you  
(IMPRESSION)

or

Your perspective  
of yourself  
(POINT OF VIEW)

## BEING A BOSS



# MANAGEMENT

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Management is the process by which supervisors implement strategies to achieve organizational goals and motivate employees to perform to the best of their abilities.



Management is nothing more than  
motivating other people.

— *Lee Iacocca* —

## A SUCCESSFUL MANAGER MUST UNDERSTAND HOW TO:

- Set Goals
- Plan Work
- Direct Employees
- Delegate Tasks
- Assign Projects
- Organize the Workplace
- Motivate Employees
- Evaluate Performance
- Integrate the Team
- Conduct Effective Meetings
- Solve Problems

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Unfortunately,  
we are not going to  
have an  
opportunity to  
cover all these  
subjects today, but  
our hope is to  
bring you the  
training at a later  
date.



## As a manager...

It may not be your fault, but it's  
always your responsibility

Your technical abilities and  
specialized expertise will no longer  
define your success.

You will only succeed if others do  
their jobs well.

And if they fail, it's your  
responsibility.

You are also  
responsible  
for making  
the difficult  
decisions.





In most cases  
being a good boss  
means hiring talented people  
& then getting out of their way.

via Tina Fey


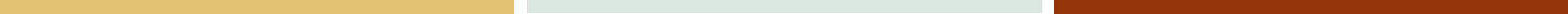




You must manage yourself before  
you can lead someone else.

— Zig Ziglar —





what can we do better for  
you?

Management must lead by  
example.

Employees look to you for  
guidance.

Set an example worth following.

# LEADERSHIP

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**YOU DON'T MANAGE  
PEOPLE; YOU  
MANAGE THINGS.  
YOU LEAD PEOPLE.**

GRACE HOPPER

Leadership is the art of  
getting someone else to do  
something you want done  
because he wants to do it.



Dwight D Eisenhower

Leadership is the ability  
to create an  
environment in which  
everyone feels  
completely committed  
to doing a great job.

# LEADERS



Reinforce expectations



Monitor the work being done



Set limits of authority and responsibility



Do all they can do to help colleagues get the job done and get it done well

Leadership is not just  
telling others what to  
do.

Leadership is the  
ability to inspire  
others to do what  
needs to be done.



Never tell people how to do things.  
Tell them what to do and they will  
surprise you with their ingenuity.


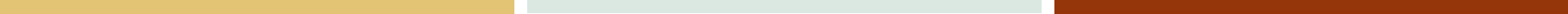
— *George S. Patton* —



Leaders succeed when  
their team succeeds.

When your  
employees  
succeed, you get  
credit because  
you created the  
environment  
which allowed  
their success.





You are born with  
the ability to lead.

Proper training and  
development assist  
you in becoming a  
great leader.

**GOOD  
TO  
GREAT**


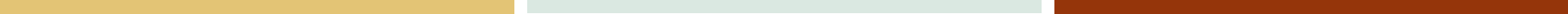


Other leadership skills can be learned, developed, and mastered.

The difference between a good leader and a great leader is partly determined by the number of leadership skills they have developed.

The more  
leadership  
skills you  
develop  
the greater  
your influence.





**It's not about being  
the best. It's about  
being better than  
you were yesterday.**

Being a great leader takes  
work.

Being great at anything  
takes work.

You must change  
your mindset and  
first see yourself as a  
leader.

It is up to you as a  
leader to get results.



## “POWER” IS SIMPLY A WORD

**POWER ≠  
LEADERSHIP**

Power may be used to the benefit of others or unethically for selfish reasons.

The most successful leaders use power wisely.

They have learned not only to maximize the benefits of power, but also to share it with others.

You can order someone to complete a task, but you cannot order them to do their best.

Leading by strength, and with motivation, sets an example for employees.



A leader leads by example not by force.

~ Sun Tzu



Can someone be an excellent manager without being a leader?

Can someone be an outstanding leader without being a manager?

The answer to both questions is, "Yes." This is true especially if you agree with the definitions cited earlier.



Managers  
maintain the  
status quo  
while leaders  
change it.



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How do you  
train team  
members to  
be leaders?

If you've been a good model, you can simply encourage them to take initiative while supporting their efforts.





Help your employees develop the skills to advance into leadership roles and management positions- if only on a limited basis.

When you share your managerial or leadership power, you do so in the hope others will benefit and will establish power of their own, in time.



Leaders challenge themselves and others to achieve their personal best.



I'LL GO FIRST

Taking the lead is never easy.

You will need to make decisions  
and you will face challenges.

Demonstrate leadership with an  
“I’ll go first” style.



Despite what some believe,  
everyone on your staff is  
motivated.

They may not be motivated to do  
exactly what you want, but they  
are motivated to do something.

Motivate your employees to improve in order to achieve better results.

## 8 Key Candidate Motivators






True motivation does more than change a person's behavior; it improves performance, produces a more valuable, driven employee, and results in a more energized workforce.

**True motivation comes from achievement, personal development, job satisfaction, and recognition.**

Frederick Herzberg



The goal of trying to  
excite your employees  
is to increase their  
productivity.

The greater their  
dedication to superior  
performance, the  
easier it is to motivate  
them.

## THREE FUNDAMENTAL RULES OF EFFECTIVE MOTIVATION

1. Never ask others to do anything you would not do yourself.
2. Provide employees with feedback.
3. Encourage them to talk to you about all aspects of their job, positive or negative.



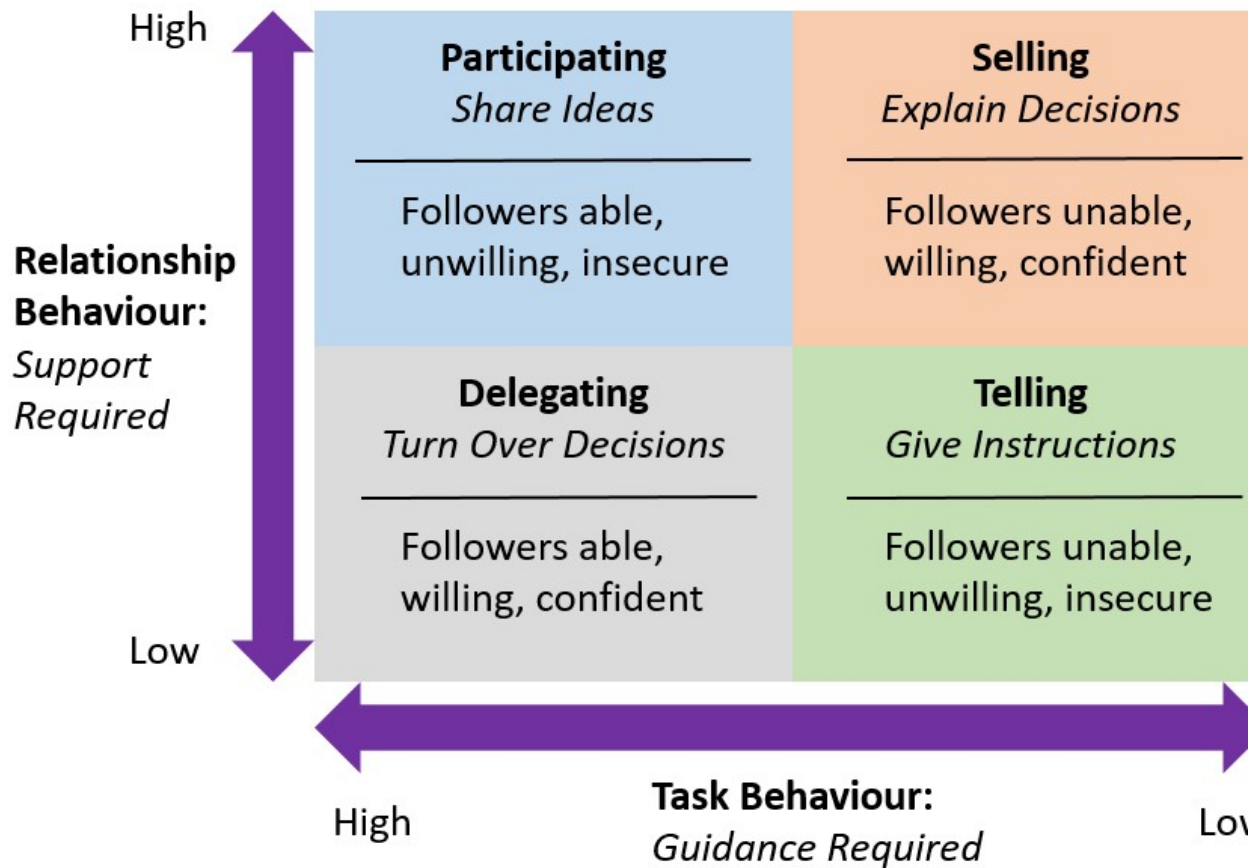
# HERSHEY- BLANCHARD SITUATIONAL LEADERSHIP

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## SITUATIONAL LEADERSHIP

Adopting a leadership style according to the maturity levels of subordinates.





# HERSHEY- BLANCHARD SITUATIONAL LEADERSHIP MODEL

## TELLING



- Lowest level of leadership style.
- High focus on tasks.
- Spend more time with the employee, providing clear instructions and regular follow up.

The idea is to motivate the employee to advance to the next level of ability.

# SELLING



- Still focus on the employees' tasks.
- Developing a relationship with the employee.
- Spend time listening to and offering guidance to the employee.
- Providing additional training if necessary.

The goal is to engage and encourage the employee so they can develop to the next level.

This is a less "telling" and more "suggesting" process.



## PARTICIPATING



- Must participate with and support the employee.
- It is no longer necessary to provide detailed instructions with regular follow-up, but it is necessary to continue working with the employee to ensure tasks meet expectations.

The employee is now competent, but not yet convinced in their ability.

# DELEGATING



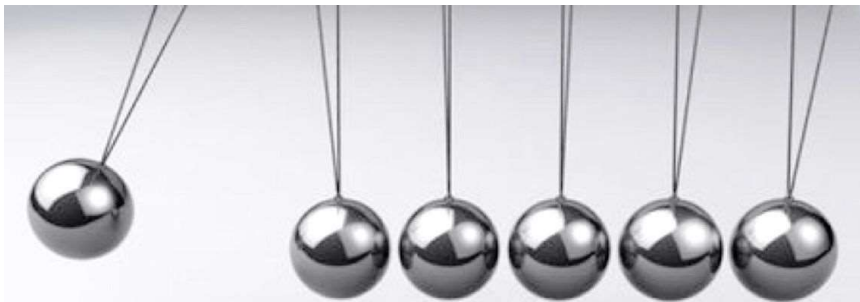
- The ultimate goal is delegation.
- This is the point at which employees feel comfortable taking the ball and running with it with little supervision.
- The employee is now competent, committed, motivated, and empowered.

The leader can now delegate tasks to the employee and observe with minimal supervision, knowing results will be achieved.

Abilities which  
are crucial to  
successful  
leadership



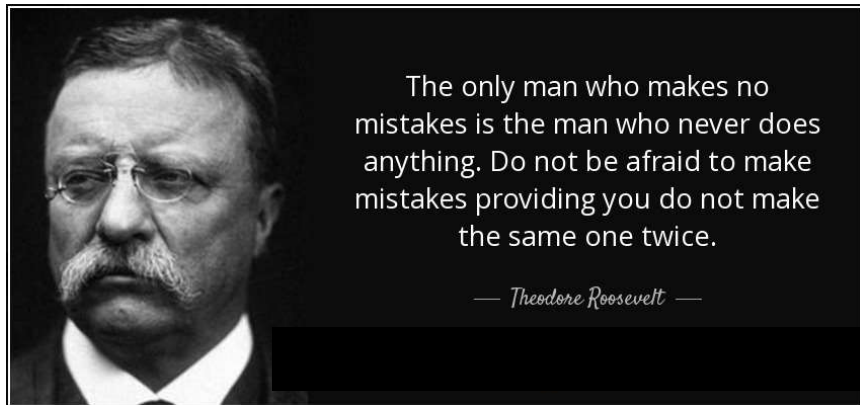
## 1. MODEL THE WAY- LEAD BY EXAMPLE



**"Leadership is action, not position."**

~ Donald H. McGannon

- You must lead by example.
- A true leader will never blame employees for their failures.
- A true leader will accept responsibility and then address how to prevent those same failures.



You cannot berate an employee for making an honest mistake

“Mis-step”

First Time Experience

“Mistake”

More than once



A true leader is forgiving of mistakes.

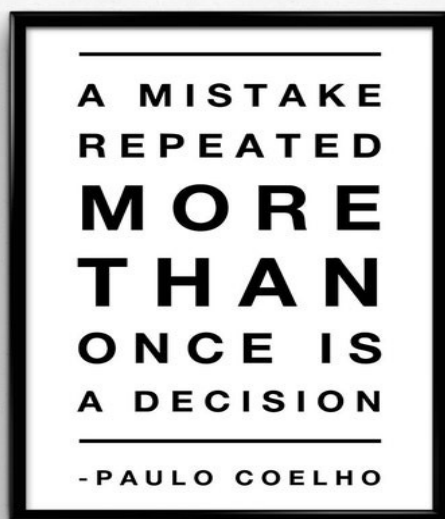
Mistakes are usually unintentional.

Pencils have erasers for a very good reason.

A true leader  
assists  
employees in  
learning  
lessons for  
themselves.



## WHEN AN ERROR OCCURS:



1. Acknowledge it.
2. Correct it.
3. Learn from it.
4. Continue.

Errors will never become failures  
if you follow this procedure.





Employees who make mistakes and can learn from them become more valuable to you, because they now know what *not* to do.



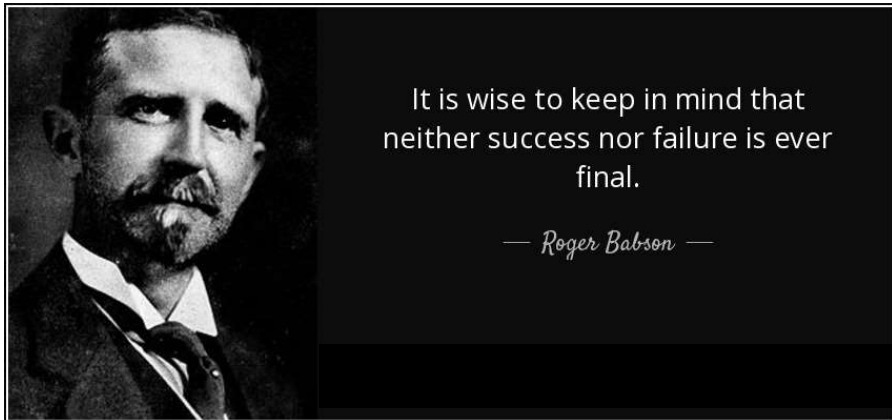
**It's failure that gives  
you the proper  
perspective on  
success.**

Ellen DeGeneres

Avoid blame when something goes wrong and focus on the reason for the failure.

Employee may need more training, more self-confidence, or more freedom.

The employee may lack the necessary tools for success.



You cannot succeed unless  
you first fail.

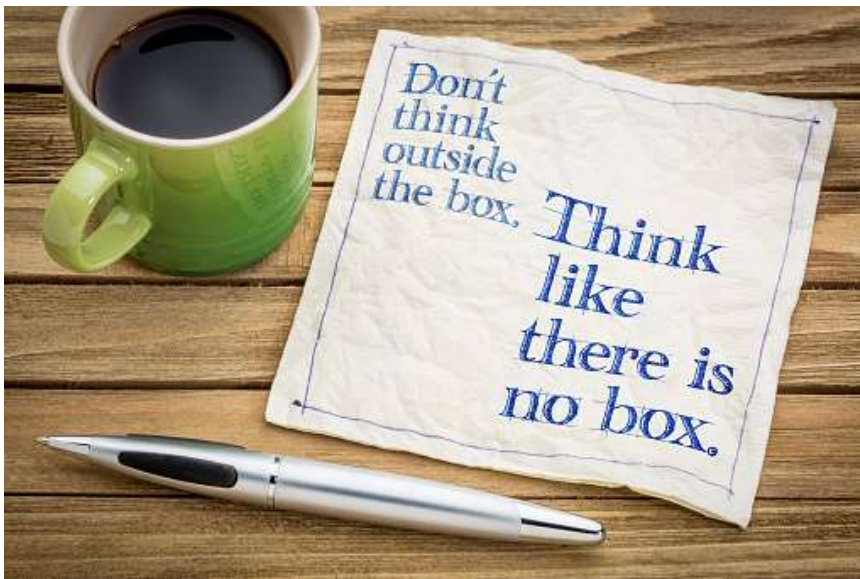
Failure is determined by  
one's point of view.

## 2. INSPIRE A SHARED VISION



- You must be clear in your vision, live it, and model it from your behavior.
- Set attainable goals and focus on them.
- Give your employees a sense of direction.
- Take every opportunity to communicate the vision and lead by example.

### 3. CHALLENGE THE PROCESS



- Situations change. Sometimes a policy or procedure never worked well in the first place.
- Think outside the box.
- Don't be afraid to ask the question, "Why?"

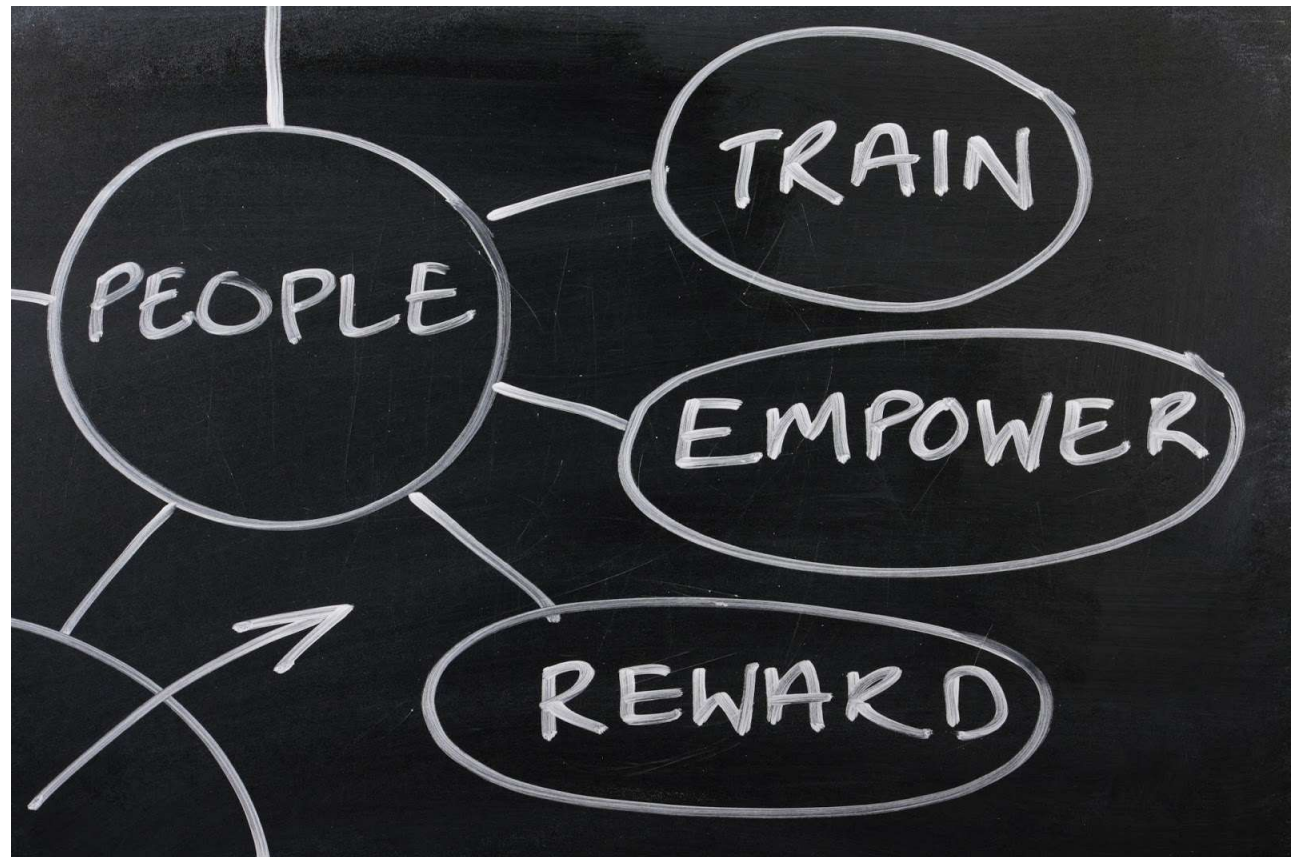
## 4. ENABLE OTHERS TO ACT-



Truly empower people to act within their level of authority.

The goal of a leader is to empower others to work.

The extent of your empowerment will determine your success as a leader.







It is important to understand why very different leadership styles can be effective, why the same leadership techniques will not work in every situation, and which leadership style is best suited to your personality.

There is no one-size-fits-all approach to becoming a leader.



When planning,  
use whatever  
leadership style  
you're most  
comfortable with.

The value lies in  
the plans, not the  
style.



# COMMUNICATION



To be a leader you must communicate powerfully.

You must move people to action.

The best communicators refine their skills until the day they retire.

Your  
communication  
skills can make or  
break a team.

Leading a team  
really boils down  
to communicating  
well.

**MAKE** OR **BREAK**



Great leaders speak well, write well, interview well, train others well, and interact with others well.

The first step in effective communication is listening.

# HEARING AND LISTENING ARE NOT THE SAME THING!!!

Hearing- sense that allows you to perceive sound; physical act- only requires reception of sound waves

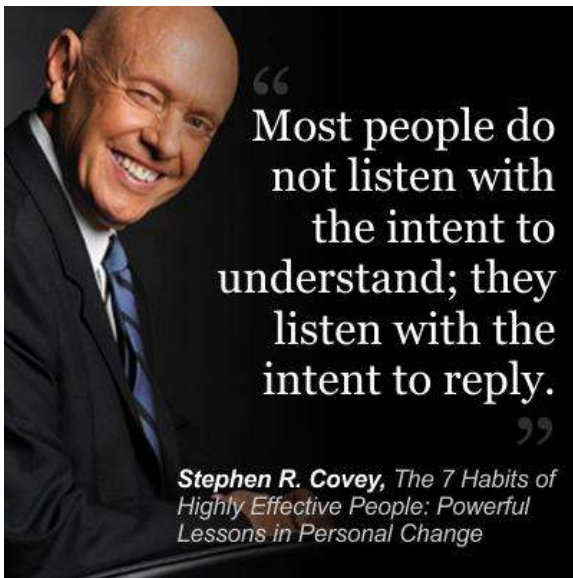


Listening- mental process that requires concentrating on sound, deriving meaning from it, and reacting to it



Hearing is a physical act which does not necessitate much effort.

Listening puts your mental focus to the test by requiring you to interpret, assess, and respond to what you hear.



The first two stages of listening take place in your head.

You mentally translate a speaker's comment in order to comprehend and assess worth.

Listen for understanding rather than agreement.







Acknowledging you could improve how you listen is not enough.

The first step on the road to improvement:

**BE QUIET.**

70

If you're not listening as intently as you'd like, the problem is you're allowing yourself permission to tune out.

A person wearing a light blue button-down shirt is holding a white rectangular sign with both hands. The sign has the word 'BLAH' written in large, bold, black, hand-drawn capital letters on three separate lines. The third line ends with three dots, making it 'BLAH...'. The background is a plain, light-colored wall.

BLAH  
BLAH  
BLAH...



When you become a manager or leader, don't assume your peers will communicate with you as they did once before.

# COMMUNICATION TIPS

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# JAR·GON

n. special words or expressions that are used by a particular profession or group and are difficult for others to understand

Jargon will almost always cloud communication and cause problems when speaking to strangers.

***(Keep in mind, most people are embarrassed to ask what you mean)***

Jargon can even be confusing to your coworkers. Use these terms with extreme caution from now on.



**IF YOU WANT A  
DIRECT ANSWER,  
ASK A DIRECT  
QUESTION.**

Come right out and say  
what you want to know—  
and then stop talking.



Seven seconds may seem like an eternity, but it is enough time for almost anyone to collect their thoughts and at least attempt to answer.

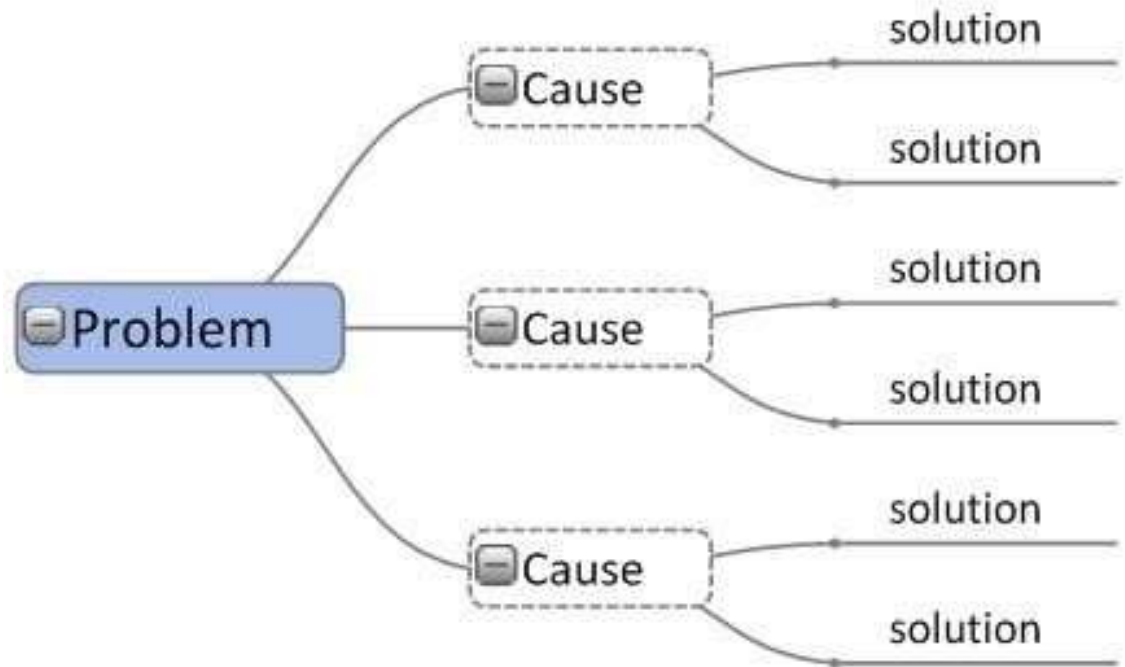
You can create a more comfortable “give and take” by allowing time for others to respond.

By using the power of three, you can speak with more authority.

It is best to communicate with employees in terms of

1. Problem
2. Cause
3. Solution

when instructing them.





A similar approach is  
to talk about

1. Facts
2. Analysis
3. Recommendation.



## USE THE DEFINITION



**Define**

Define the  
problem.

Using the “Lead-In Definition” when you are under fire allows you to define the true issue in a confrontational situation.

Defining the problem also buys you time. It allows a moment to segue between the question or accusation communicated to you and the time to create your own polished response.

I.E. How do you define child-like behavior?

# SETTING EXPECTATIONS

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Make it clear what you expect of them and why their performance is important.

Informing employees you expect their best effort, makes them feel like valued team members.

WORK  
ASSIGNMENTS  
FALL INTO  
THREE CATEGORIES



## Orders

Leave no room for guesswork



## Requests

Leave the employee some room for interpretation



## Suggestions

Leave the most room for interpretation and should only be used if you don't care how the work gets done, or it's a low priority task

## FIRST THINGS FIRST:



what do  
**YOU**  
expect?

Your employees must know what you expect of them in order to succeed.

## DEFINING THE REQUIREMENTS



The first step is to define the requirements for the chosen task.

What will success look like?

## IDENTIFYING OPPORTUNITIES FOR IMPROVEMENT AND GROWTH



The best expectations are those which encourage the employee to develop and grow.

When setting expectations, you should explore all the possibilities and share them with your staff members.



## ASSIGNING WORK



You will want to explain:

- What the task is
- When it is due
- When and how they should provide progress reports
- What the end- product should look like
- Specific steps which need to be followed
- Resources they can use



Encourage employees to try new things and provide them with the support they need.

Allowing employees to have a say in what tasks they perform and how they perform them can increase job satisfaction and performance.

Giving a concrete objective is a necessary starting point.

People must understand what they're supposed to do and why it matters.

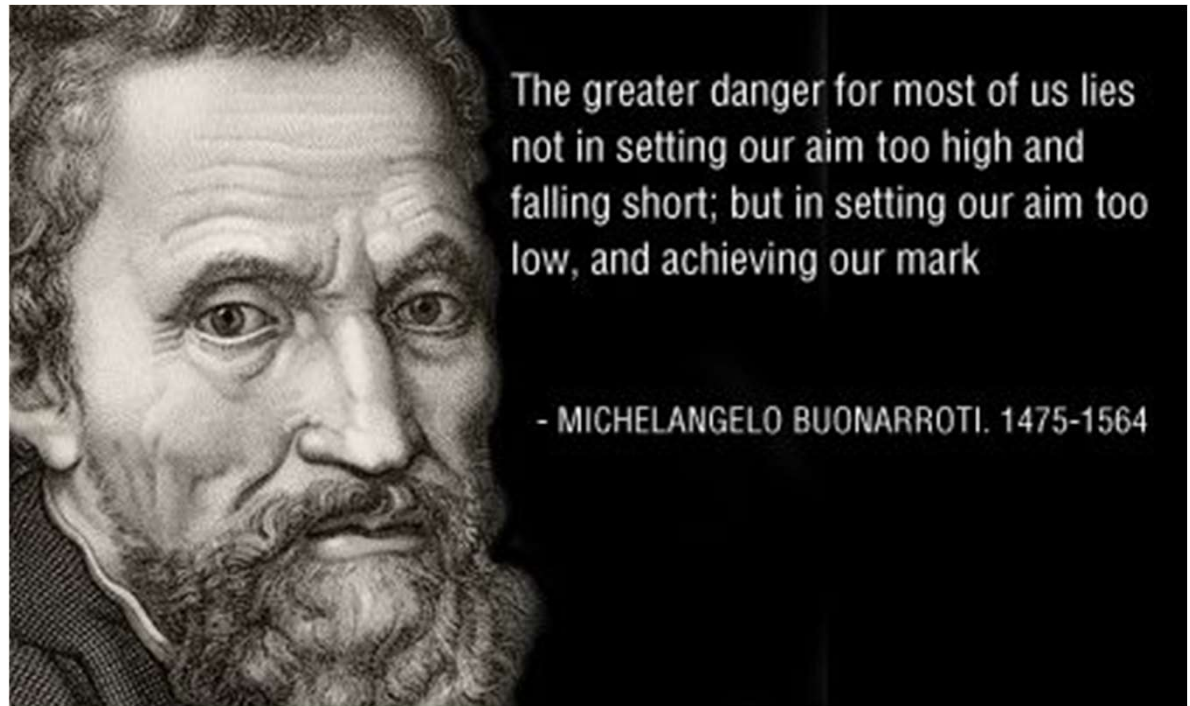




Set high expectations which are attainable but have some degree of difficulty, and reward those who meet those expectations.

If a large number of employees are meeting the goal, raise the target. If only a few are meeting it, the goal may need to be lowered somewhat.

Under-promising  
and  
overdelivering  
can assist in  
managing  
expectations.



# TEAMWORK

## FUNCTIONS OF A TEAM



### TRADITIONAL

How they handle responsibilities



### TECHNICAL

How members do their work



### SOCIAL

How they operate as a team

## GOOD TEAMWORK DEPENDS ON THE BASICS



Job Goals



Skills Training



Boss-Subordinate Communications



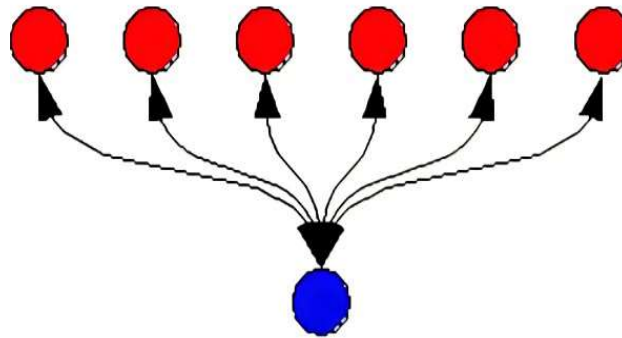
Performance Management



Focus on both process (daily practice) and  
results (outstanding performances)

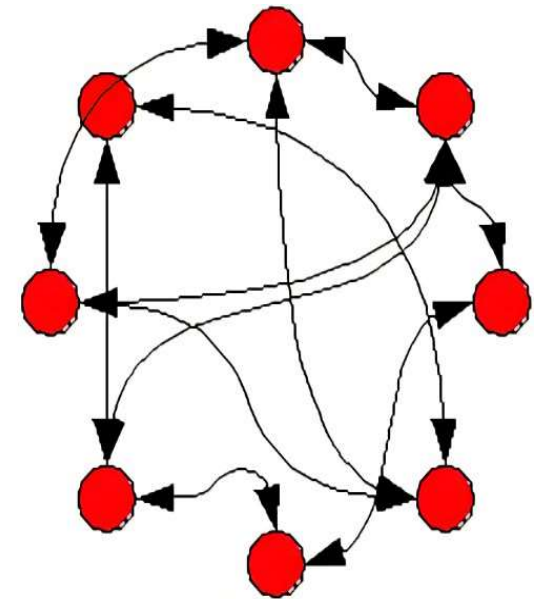


We could define a team as a group of people working together toward specific objectives within a defined operational sphere.



## GROUP

people working towards a goal whose work is coordinated by someone else (e.g. a manager) for them



## TEAM

people working towards a common goal who coordinate their work amongst themselves

Changing the leader's role from commander to collaborator will help a work group function more like a decision-making body.





Team leaders play an important role, but it's more supportive than dominant.

## TRADITIONAL WORKPLACE

- Individual work
- Fixed long-term teams
- Teams in the office
- Work with employees



VS

## NEW-AGE WORKPLACE

- Interdependent work
- Flexible, self-regulated agile teams
- Teams from everywhere
- Work with employees, partners and customers



Traditional leaders need to have control over the processes for which they are accountable.

New leaders give employees more responsibility and authority over their work.



Traditional approaches have the potential to undermine performance, while new leadership practices can potentially enhance it.

This means new leaders must act more like team members whose specialized role contributes to the team's value.

EFFECTIVE LEADERS  
DO THREE THINGS  
WELL

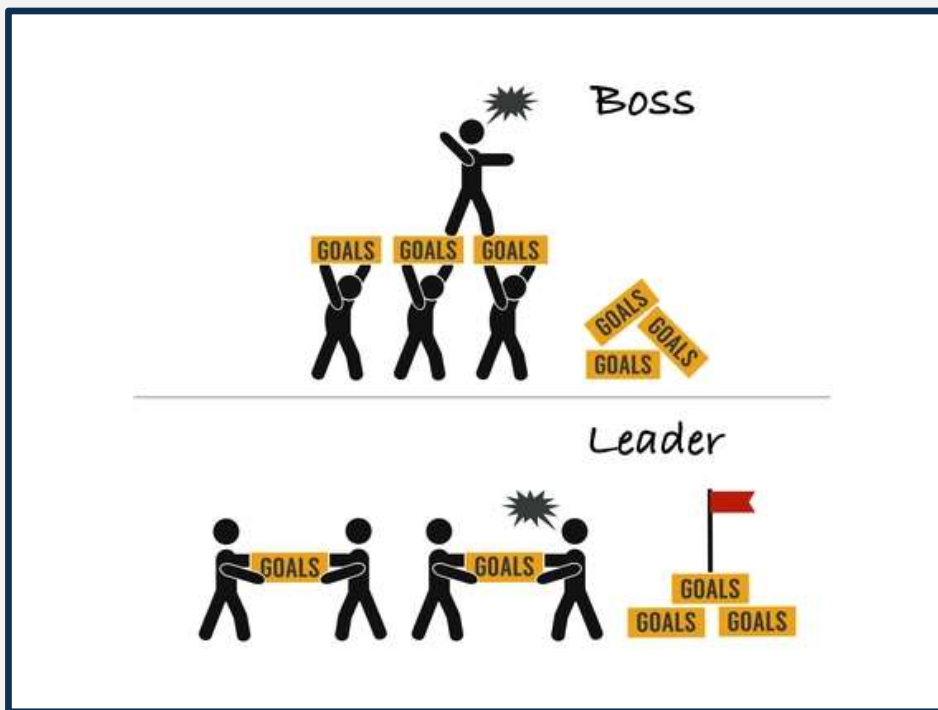
Create conditions for participants to thrive on their own.

Launch teams in the right direction.

Provide valuable hands-on coaching along the way.

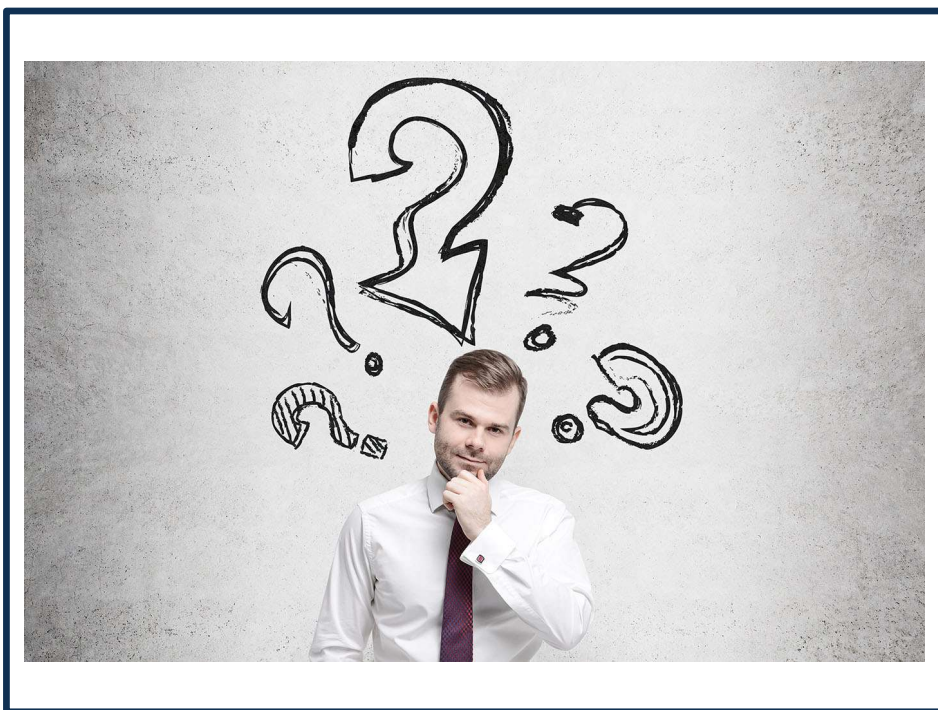
Leaders know  
the  
strength and  
values of  
“try-angles.”





There is no better way to establish credibility than to admit your limitations and demonstrate a willingness to learn alongside your employees.





One of the characteristics of top-performing managers is admitting what you don't know and seeking answers from those who do.

Claiming to understand a topic or process you don't will severely hurt your productivity simply because you now must spend time learning a skill you said you already had.

EMPOWER YOUR



As a manager, you have  
considerable power.

But as a leader,  
you want to empower your  
team members.

It is necessary to foster a learning environment and encourage employees to share ideas and teach one another.



Simply by working  
together, they will  
learn tips and  
techniques for  
working smarter.



If you are committed to the team process and to your teammates and if you work hard, as an individual member and as the leader, you can almost guarantee success for your team.



How To Guarantee  
Success... Period

Good leaders know  
how to be part of  
the team.

How you lead-  
“from within”

Working among  
your teammates.



Coming together is a **beginning**,  
staying together is **progress**,  
and working together is **success**.

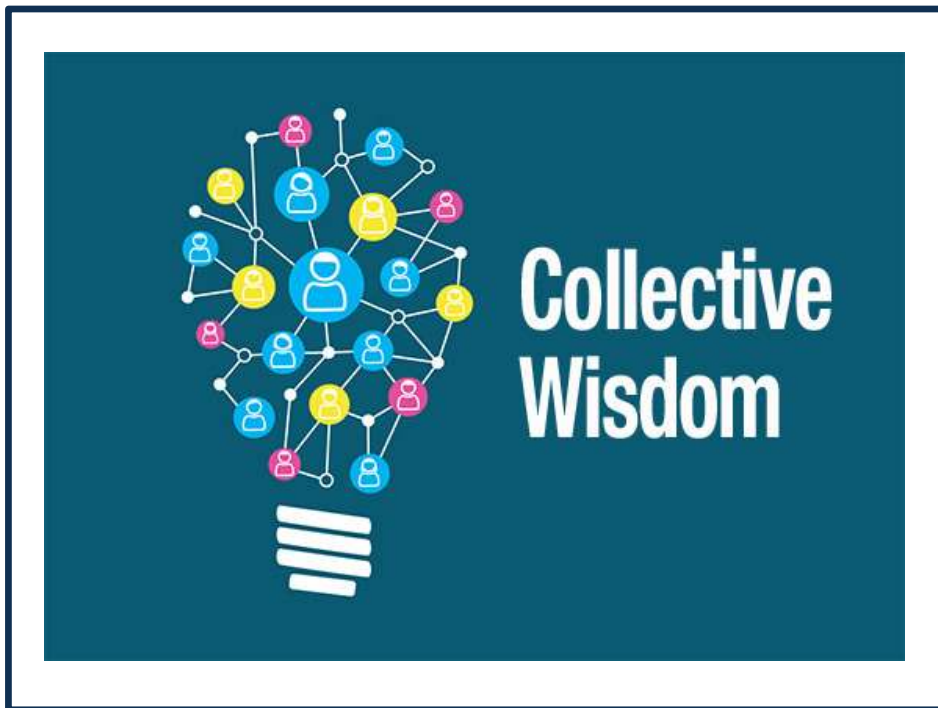
*- Henry Ford*



Leaders still need to maximize the performance of their employees.

Leaders should bring out the talents of team members, even when a member can't see it themselves.





Leaders can collect their employee's ideas in writing.

By mixing and matching particularly promising ideas, the collective wisdom of the workforce can be pooled to the benefit of everyone.



# TEAM PERSONALITIES

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Getting ready to leave work  
like...



## EVERY JOB HAS THESE THREE EMPLOYEES

- One who is always ready to leave.
- One who is always complaining.
- One who will do any job.

Every employee is  
unique in their job  
skills and office  
presence.

This also means every  
employee has their  
own office  
personality.



The Personality You Are Trying To Reach  
Is Not Available at This Time, Please Stay  
In The Line For The Next Available Personality.

## THE COMPLAINER:



- Always have something to complain about
- Loves to circulate bad news

### Tips:

- Keep their view in “perspective”
- Direct negativity to more positive views
- Form your own opinions, don't let their cynical views blur your vision of the office

## THE GOSSIPER:



- Knows the latest scoop of the office
- Needs to feel important
- Seeks those willing to listen

### Tips:

- Avoid engaging in their gossip
- Tell them you are not interested
- Do not pass on information
- Avoid discussing any personal matters unless you want the entire office to know

## “GOSSIP” ACCORDING TO DAVE RAMSEY

That’s why there is a no-gossip policy at Dave’s company. **Gossip is defined as discussing anything negative with someone who can’t help solve the problem.** If you’re having computer problems, and IT is slow about helping you, you don’t complain about it to the sales rep in the break room. You talk to your leader because he or she can and will *do something* about it.

Dave Ramsey’s definition of gossip, is “complaining or talking badly about anything to anyone who can’t directly do something about it.”

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## SIDE NOTE

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Participating in the rumor mill not only perpetuates it, but you discredit yourself.

As a person in a leadership position, any participation in office gossip can portray you in a negative light and may make you appear to be a non-team player.



- Speak openly with them
- Describe how this behavior appears to others
- Let them know you don't intend to share the information
- Show you will not participate in this kind of behavior

Follow up with other employees and have the same discussion with them.



## THE BULLY:



- Looks to dominate
- Controls their work area
- Insults or downplays their coworkers

### Tips:

- Don't try to challenge them
- Don't take their remarks personally
- Avoid trying to please them
- Address behavior private and calmly

## THE NEGATIVE NED/NANCY:



- Does not trust anyone with authority or power
- Believes they are always right
- Holds back on answers but are quick to let out "I told you so"
- Sees the downside of any situation

### Tips:

- Stay positive, but realistic
- Avoid trying to simply find a solution since they will dismiss them
- Stick with the facts
- Avoid arguing with them or trying to correct them

THE KNOW-IT-ALL:



- Skilled in their area
- A great subject matter expert but makes a poor coworker
- More than willing to show off what they know and what they can do
- Their arrogance can make them hard to work with
- Their expertise is a key asset to the office

### Tips:

- Keep them focused on the task or information needed
- Don't be afraid to ask for their help
- Avoid trying to compete with them
- Don't argue or correct them if something is incorrect
- Offer to speak to them privately

## THE INFORMATION KEEPER:



- Keeps information to themselves, rather than blasting it all over the office
- Waits for others to seek them out
- Thrives on gathering information

### Tips:

- Ask for their help, but don't let them control the situation
- Don't try to correct them or get them to change their mind
- Stick to the topic at hand- don't wander into other categories
- Don't try to compete with them

## THE APPLE POLISHER:



- Fears rejection
- Overly nice and polite to feel accepted
- Loves to give praise
- Volunteers for projects
- Put their relationship with the manager above peers, which can make them unlikable in the workplace

### Tips:

- Always speak with the person in private
- Find what the employee really needs- not just what they are willing to take
- Avoid giving flat out rejection
- Thank them for their willingness to help but remind them they don't have to do it all to be a great team member

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## WORDS OF WISDOM

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If you have a coworker who keeps interrupting you while you're working, suggest a task for them to help you with.

Clearly if someone keeps interrupting your workflow, then they have some additional time on their hands.

You'll have one thing taken off your plate and knowing a visit to your office is likely to result in busywork will also make the person think twice about interrupting you again in the future.

## THE NOSEY NEIGHBOR:



- Always wants to know everyone else's business
- Constantly ask personal questions
- Appear in your office several times a day
- They often believe they are just being helpful or even friendly
- It is not easy to deflect this type of person since if they are not handled with care, they can intensify and try harder to come closer

### Tips:

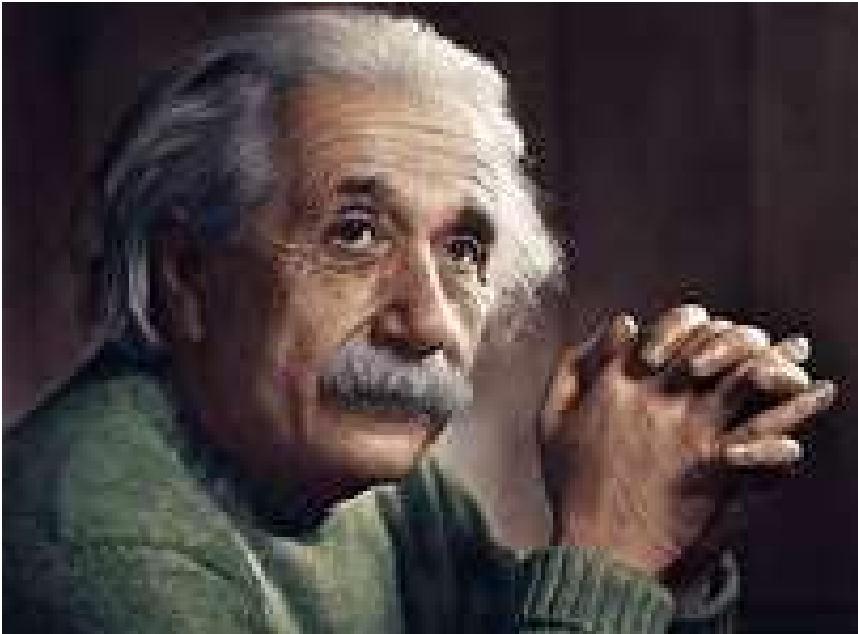
- Answer their prying questions with as few facts as needed
- Remain friendly but don't feed into their need for information
- Avoid talking about your personal life at work
- Try to shift their focus back to work related matters

# TEAM DYNAMICS

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## THE GENIUS:



- Knows a lot of right answers and masters the job easily
- In search for more, employee may become dissatisfied and frustrated

### Tips

- Use skills as a team leader or for special projects.

## SILENT SAM:



- Doesn't mind the work
- Gets along with others, but can't participate in any kind of team discussion
- Too shy to share ideas or get involved in projects

### Tips:

- Provide assertiveness or similar training
- Team up with a more assertive coworker
- Shape behavior by giving him progressively more public jobs

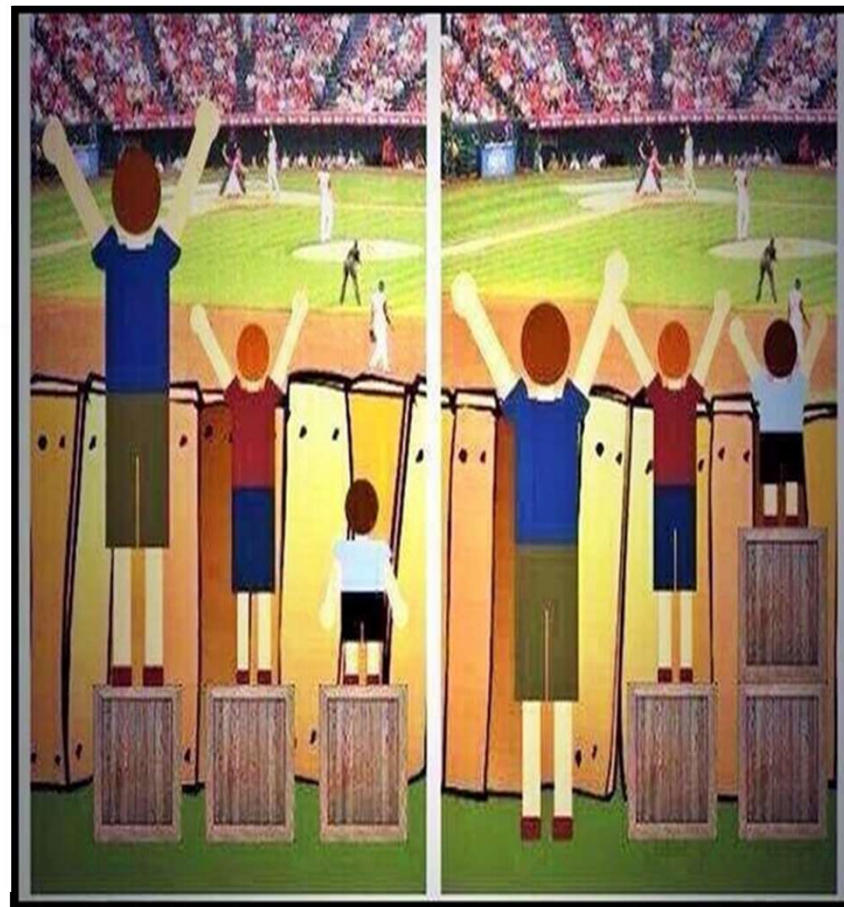
## THE STEWARD:



- Thinks they are working for the union
- Feels their duty is to oppose management on principle and maintain equity among team
- Misplaced vision of the labor-management relationship and sees it as a perpetual struggle

### Tips:

- Let the team as a whole deal with complaints, real or imagined on the spot, in detail whenever they arise
- Deal directly with them on performance issues, including performance during meetings



## THE UNDEREMPLOYED:



- Working under intellectual or physical ability
- May be overtrained for the job

### Tips:

- Ask for suggestions on expanding or otherwise enriching their job
- If qualified, assign them leadership responsibilities
- Use them as a mentor or coach for other team members who need improvement



## THE OVEREMPLOYED:

**When You lie on your  
resume but still get the job**



- Not really qualified for the job, due to poor skills or lack of training

### Tips:

- Pair up with someone who's underemployed
- Find work they can do
- Reposition tasks in the team
- Consider termination

# COMMUNICATION STYLE

## Thomas-Kilmann Conflict Modes





# Competing – The Shark

**I take charge**

**“Might makes right.”**



- Positives
  - When something needs to be decided quickly (i.e. an emergency)
- Negatives
  - Using it too often will cause disruption in relationships

# Collaborating – The Owl

## **We Both Win**

- Positives

- Want something that satisfies all sides
- Get thoughts and feelings out and deal with them so they don't cause problems later

- Negatives

- Time consuming
- Not worth it if it is not a big issue to you

**“Two heads are better than one”**



# Avoiding – The Turtle

**I leave**

**“I’d rather not deal  
with it now.”**



- Positives
  - Gets you away from dangerous situations
  - Allows you to cool down if emotions are high
- Negatives
  - Don't give your opinion when it is something that matters to you
  - If you don't deal with any conflict

# Accommodating – The Teddy Bear

- Positives

- You care more about the other person than the issue

- Negatives

- If it happens too much you may resent not being able to give your opinion

**I give in**

**“I don’t care that much;  
have it your way.”**





# Compromising – The Fox

**We meet half-way**

**“Let’s split the difference.”**



- Positives
  - A decision needs to be decided in a timely manner and both give up something
- Negatives
  - Can still be time consuming to find a solution that pleases everyone



attention education encouragement skill  
potential investment experience teamwork  
support **Talent** leadership motivation  
**Management** coaching  
empowerment value training relationship  
development knowledge ability responsibility  
opportunity reward improvement promotion  
work communication growth achievement

Among your most important responsibilities is aligning tasks with talent.

Some people may be good at some things, but would prefer not to do them.

Some people don't yet have a particular talent, but may be interested in acquiring it.



Ideally, your team will be composed of :

- At least one person who is creative;
- At least one person who is logical; and
- At least one person who is knowledgeable about the process.



Good relationships among employees can build the base for a better team. Different personalities have different strengths and weaknesses, which can be paired together to complement each other.

Smart managers can greatly promote success by teaming their employees, allowing them to combine their knowledge and skills to be more responsible for a greater part of the work process.



It is the team leaders' job to help members function as an integrated whole.



Pick the best person  
for the job.

If you're in charge of  
assigning work  
projects, assign tasks  
based on who you  
think would do the  
best job rather than  
job title and seniority.



# MORNING VS. EVENING PERSONALITY

Each person  
marches  
through the  
day to the beat  
of a different  
clock.

THERE ARE TWO KINDS OF  
PEOPLE.



1) HAPPY  
MORNING  
PEOPLE



2) CRANKY MORNING  
PEOPLE THAT  
FANTASIZE ABOUT  
KILLING THE HAPPY  
MORNING PEOPLE.

**I COULD DEFINITELY  
BE A MORNING PERSON  
IF MORNING STARTED  
AT NOON.**



**COME HERE YOU BIG,  
BEAUTIFUL CUP OF COFFEE  
AND LIE TO ME ABOUT  
HOW MUCH WE'RE GOING  
TO GET DONE TODAY.**







## MORNING PEOPLE

People-Oriented

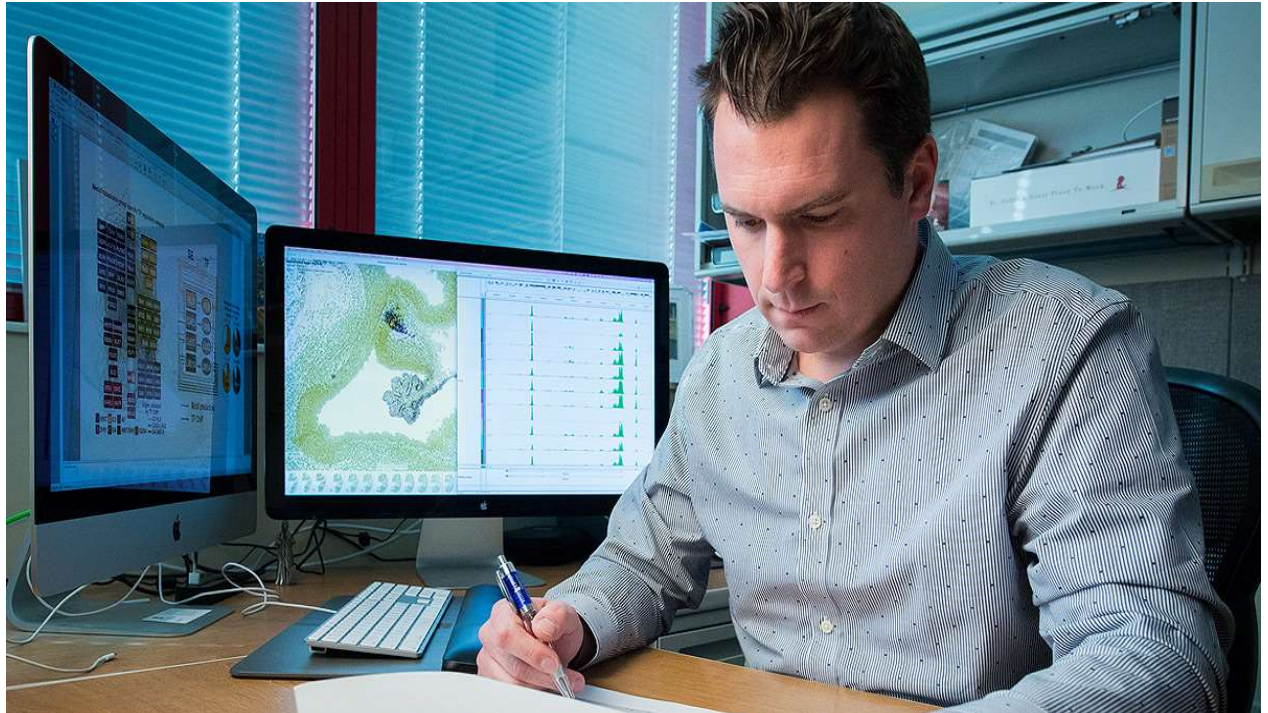
A majority of  
CEOs are  
morning people





## NIGHT PEOPLE

Often task-oriented rather than people-oriented.

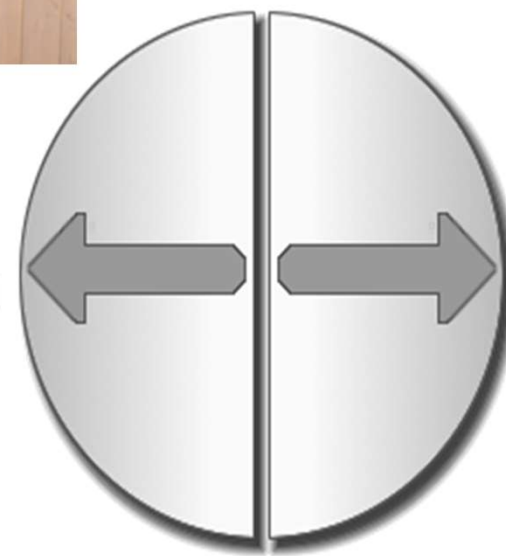


## MID-DAY PEOPLE

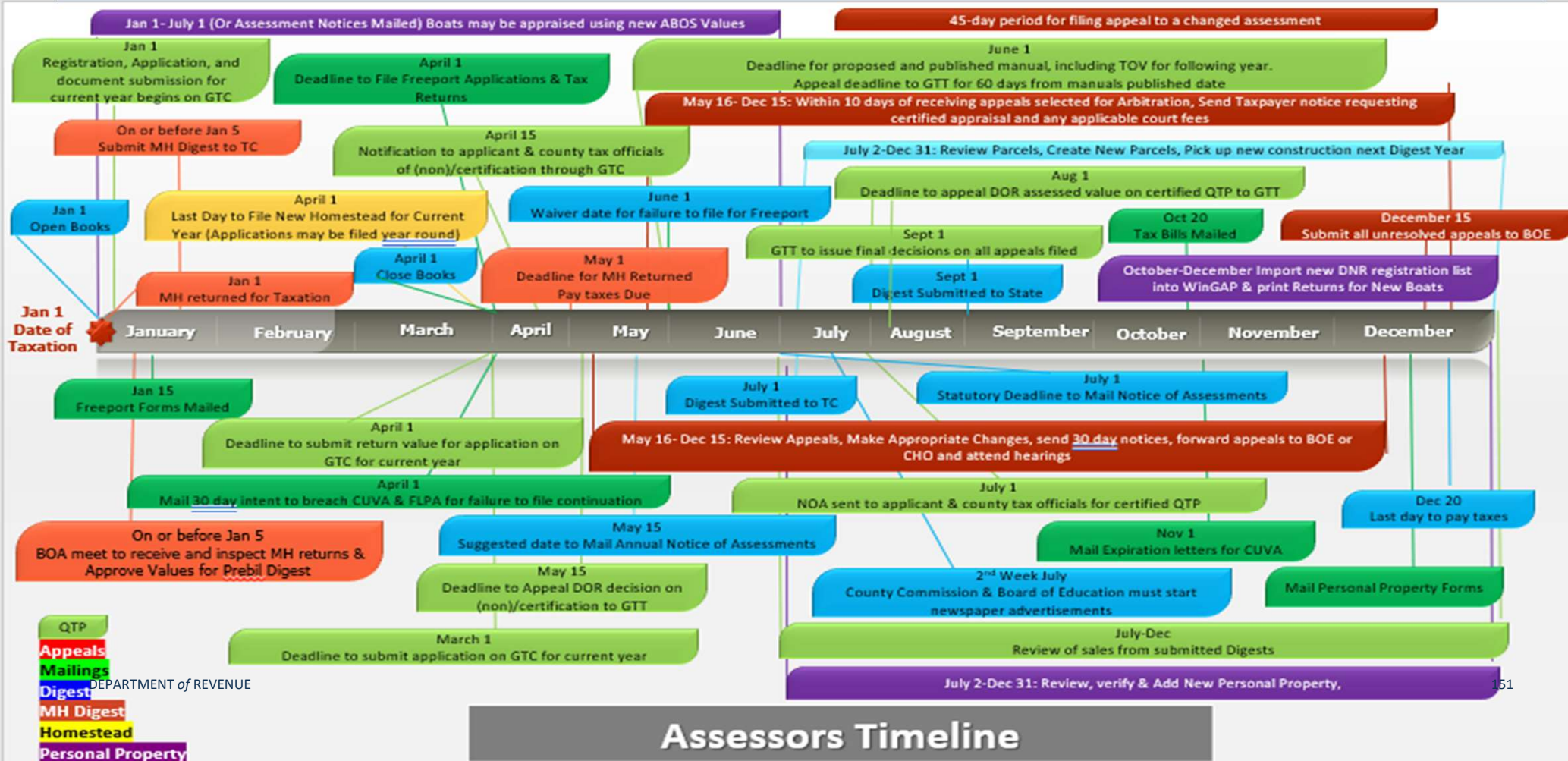
Creative types  
seem to fall  
into this  
category the  
most



**Task-  
Oriented**



**People-  
Oriented**



# TIME MANAGEMENT

DEPARTMENT OF REVENUE



Between managing your own time and projects, helping solve team issues, completing tasks, and assisting other supervisors, your day can fill up before you know it.



Organization can  
boost a person's  
overall  
productivity,  
project  
management,  
memory and  
retention abilities.





**YOU MAKE YOUR OWN  
CHOICES**

Next time you hear yourself complaining about not having time to get organized, stop.

All we have is time. How we chose to use it is up to us.

You are in charge. You are capable. You are powerful enough to decide what you will and won't do with your time. But one thing you are not is too busy.



## INTERESTING FACT

It is reported in *Newsweek* that the average person spends one hour a day looking for stuff.



## BONUS TIP



Never place a larger item, like a folder, on top of a smaller thing, like a post-it; you'll spend less time looking for things.

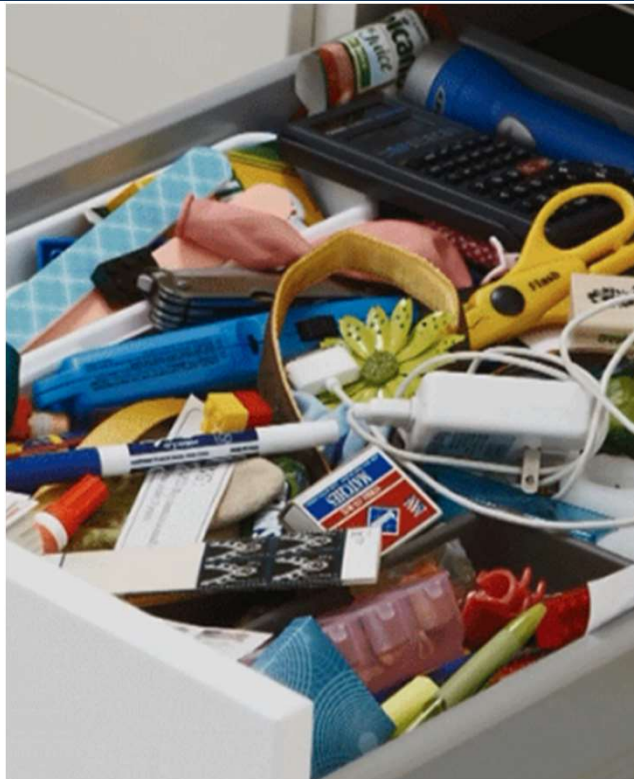
There's a difference  
between being organized  
and being neat and tidy.

Stashing stuff in drawers  
and putting folders and  
papers in tidy stacks isn't  
necessarily organized.

Always choose  
“organized” over “neat.”

DEPARTMENT of REVENUE

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You are not born  
with organizational  
skills-  
you develop them.

You need to find  
ways to get more  
done in less time,  
and this takes  
awareness and  
discipline.



The first step in sharpening your organization skills is to identify your work habits.

You must become more proactive about how you spend your time.

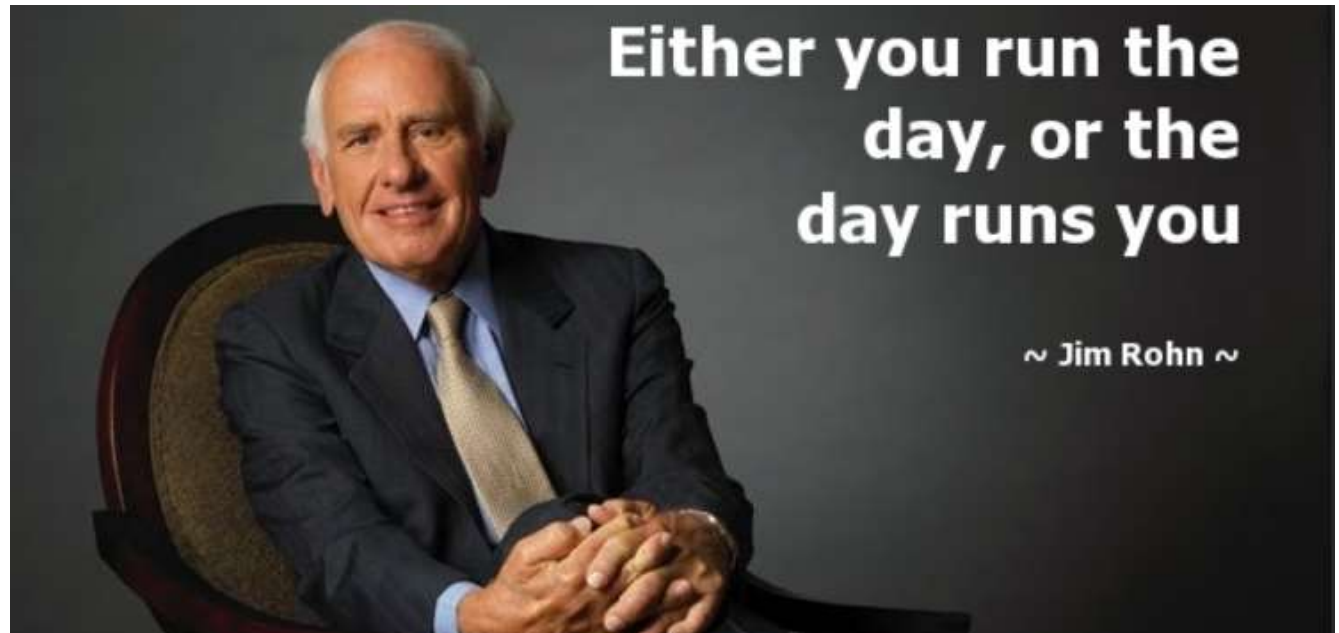


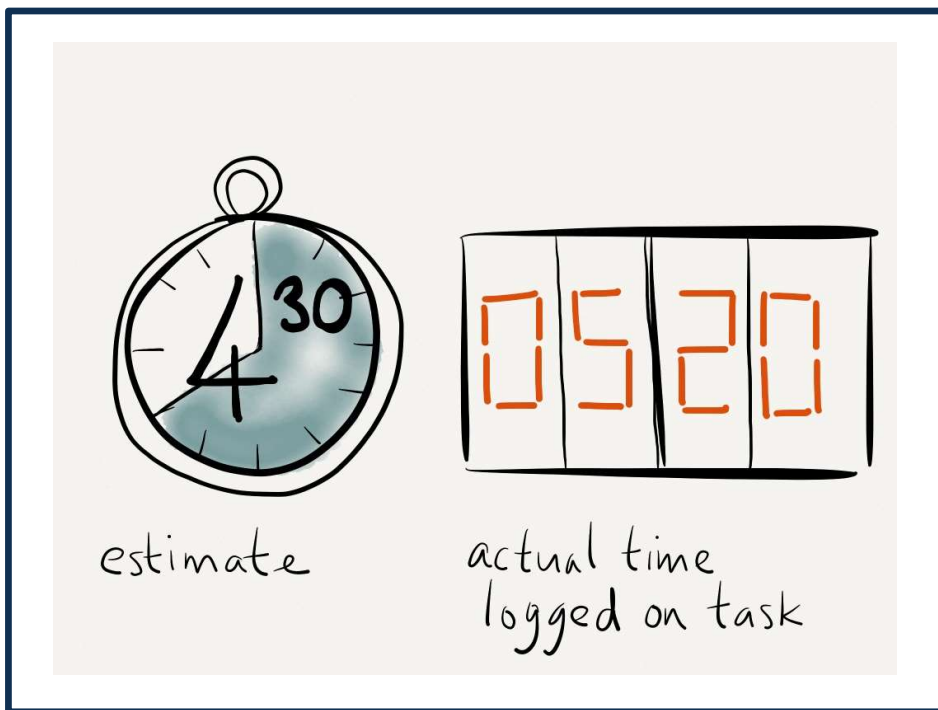


## HOW YOU SPEND YOUR TIME

Even if you think you know how you spend your time, a list of your activities and how much time you spend on each may surprise you.

The difference between how you think you spend your time and how you “actually” spend your time, reveals information about your organizational style.





Experts in productivity and time management have a variety of methodologies and approaches for increasing productivity.

One thing they all seem to agree on is we can all improve our ability to accurately estimate how long things will take.



Its not uncommon for working professionals to spend more than three hours every day keeping up with the basic routine activities- before we even get any real work done.

Time  
management  
is a myth  
because there is  
only a finite time  
each day.





WE DO NOT  
"MAKE TIME"  
BUT RATHER  
"SCHEDULE TIME."

	A	B	C	D	E	F	G	H	I	J
1										
2					Date:	1-Jul-2010				
3										
4			27-Jun-2010	28-Jun-2010	29-Jun-2010	30-Jun-2010	1-Jul-2010	2-Jul-2010	3-Jul-2010	
5			Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
6		12:00 AM								
7		1:00 AM								
8		2:00 AM								
9		3:00 AM								
10		4:00 AM								
11		5:00 AM								
12		6:00 AM								
13		7:00 AM								
14		8:00 AM								
15		9:00 AM								
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24		6:00 PM								
25		7:00 PM								
26		8:00 PM								
27		9:00 PM								
28		10:00 PM								
29		11:00 PM								
30		12:00 AM								
31										

Schedules  
help people  
focus and  
manage their  
time.

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
7:00 AM		Life Skills	Life Skills	Life Skills	Life Skills	Life Skills	
8:00 AM		Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	
9:00 AM	Life Skills: Banking & Budgeting	Self-Reflection Current Events	Yoga	Current Events	1:1 Advisement	Theater Class or Clubs	
10:00 AM		Life Skills Seminar	Course C15105 Computer Applications FMCC rm 223		Course C15105 Computer Applications FMCC rm 223	Social Skills (PEERS)	Life Skills: Cleaning, Laundry, Organizing the House
11:00 AM	ROAD TRIP Option 1: Tubing at Oak Mountain or Saranac Lake Winter Carnival  Option 2: Hiking or Snowshoeing	Career Counseling	Music/Choir College Mentoring	Internship	Advocacy	Leadership	
12:00 PM		Culinary Class & Lunch	LUNCH	LUNCH	LUNCH	LUNCH	
1:00 PM		Wellness Seminar	Study Hall	Wellness Activity		Wellness Activity	
2:00 PM		Executive Functioning	Course P16115 Developmental Psychology FMCC rm 114	Social Skills (PEERS)	Career Exploration 102 FMCC	Executive Functioning	LEISURE ACTIVITIES (Your Choice)
3:00 PM		Individual Meeting: Peer Mentor		Capstone		Wellness Coaching	Church, Exercise at Planet Fitness, Movies, Shopping, Museum or Art Class
4:00 PM			Adirondack Art	Academic Coaching		Independent Living Seminar	
5:00 PM		Dinner w/Roommate	Dinner at Transitions	Group Grocery Run Followed by Potluck Dinner	Study Session	Study Session	
6:00 PM	Meal Planning & Grocery Shopping			Roommate Meeting & 1:1 Advisement	Dinner at Transitions	Pizza with Friends	Prepare for the Week with Mentors: Organize Notebooks, Homework Check, etc.
7:00 PM		Domestics & A Movie at Home	Group Study Session & 1:1 Mentoring		Life Skills: Budget Check In, Home Care, Social & Family Connections	Laser Tag or Buddy Bowling	
8:00 PM							
9:00 PM							
10:00 PM							
11:00 PM							

Manage "energy" rather than "time."

Schedule the most important tasks when you are at your most productive, conserve energy, and spread it out.



A common mistake people make when making schedules is making them too strict.

it is impossible to plan the day down to the minute.





Another reason to leave time in your schedule for completely unplanned events, is it allows you to deal with the unexpected.

The act of  
carving out  
time is  
essential to  
effective time  
management.



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Do what works for you.

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Your goal should be to find a time management style which works for you.

Some strategies apply to most people in most situations (such as setting priorities, planning ahead, and delegating), but others need a unique perspective.

# POMODORO TECHNIQUE



## FRANCESCO CIRILLO'S POMODORO TECHNIQUE HAS LONG BEEN A FAVORITE OF PRODUCTIVITY ENTHUSIASTS



The idea behind it is the easiest way to stay productive when working on a task is to work on it in blocks of time rather than all at once.

Incorporating regular breaks will allow you to refresh and tackle each “session” with a rejuvenated mind.

## ONE MINUTE RULE



The one-minute rule states if a task will only take one minute, you should complete it right away.

This eliminates forgetfulness and protects your focus.

## FIVE MINUTE RULE



Leave at least five minutes between scheduled tasks.

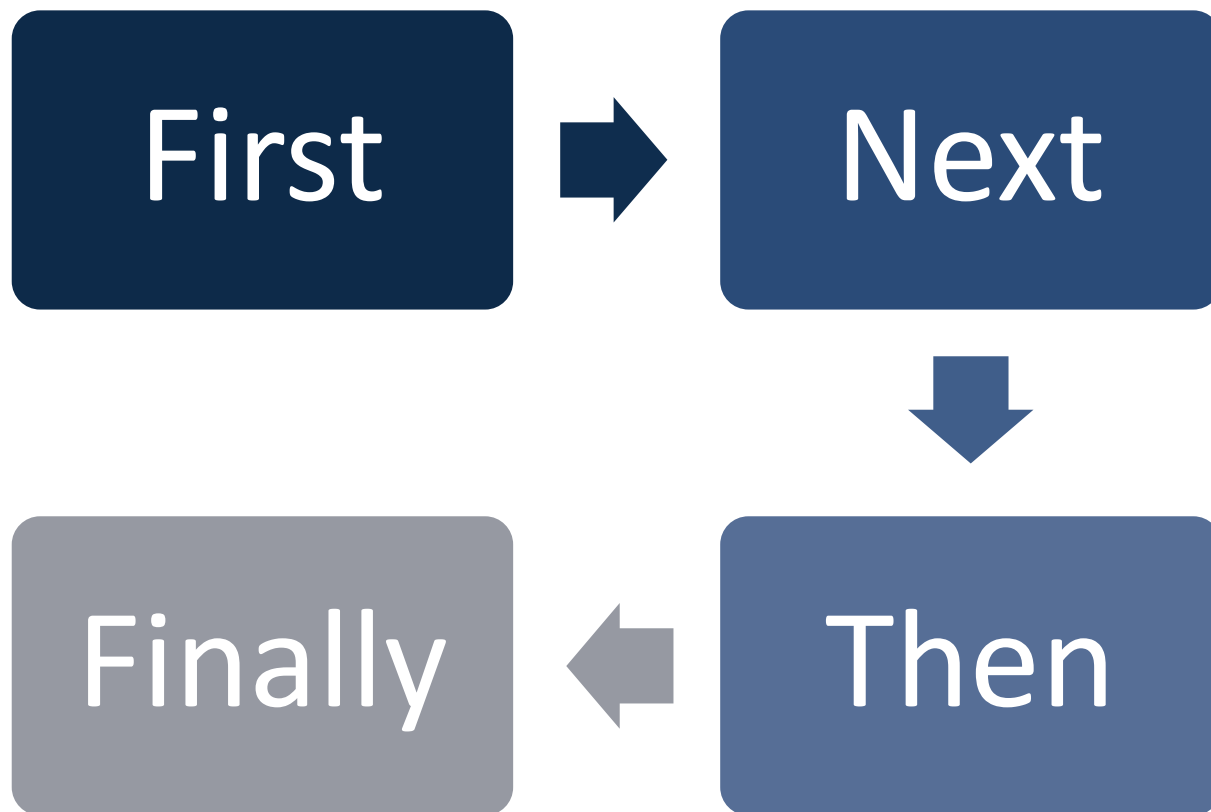
This time has been set aside for you to complete small tasks which you have been avoiding or ignoring.

## FIFTEEN MINUTE RULE



Allocate 15 minutes to  
work on a task.

Complete daily until task is  
accomplished.



Some people prefer to finish one project completely before moving on to the next.

They work in a linear line fashion.

If you deal with things in a logical, orderly sequence, you may find your efforts will be more efficient and productive.



Holistic

Enjoys juggling  
multiple tasks at  
once.



## Sprinter

Works in short bursts of energy.

Needs to recharge batteries with periods of low activity or rest.





## Cross-Country

Burns less brightly  
but more evenly  
throughout the  
day.



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# WORDS TO LIVE BY

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## The three C's of life:

You must make a *choice*  
to take a *chance* or  
your life will never *change*



# QUESTIONS?

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## PUBLICATIONS

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## SEMINARS

Golden Key Academy Alumni Seminar “BOSS” Technique (2022)  
Golden Key Academy Alumni Seminar “Leadership in Time of Crisis” (2021)  
Golden Key Academy Alumni Seminar “Leading with Purpose” (2021)  
Golden Key Academy Alumni Seminar “ Organizational Skills” (2021)  
Golden Key Academy Alumni Seminar “Time Management” (2021)  
Golden Key Academy Alumni Seminar “ What is Leadership” (2021)  
Learnit Seminar “Make Accurate Time Estimates” (2022)  
LearnIt Seminar “Plan your Day in 18 Minutes” (2021)  
LearnIt Seminar “Set Expectations for Your Team” (2021)